



King County

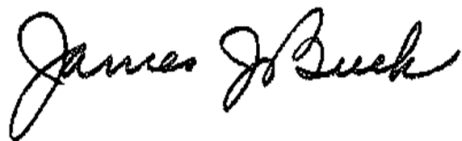
**King County Animal Care and Control
Response to “Evaluation of Leadership, Human
Resources and Structural Capacity in King County’s Animal
Services Program” by Nathan Winograd**

April 2008

The report "Evaluation of Leadership, Human Resources and Structural Capacity in King County's Animal Services Program" by consultant Nathan Winograd contains many helpful suggestions on how King County can improve its sheltering operation for stray and unwanted animals. We too share the author's deep commitment to reducing the euthanasia rate for the approximately 13,000 animals that move through our facilities. Inadequate facilities are rightly noted in the report and have resulted in many challenges for the dedicated Animal Care and Control staff and their daily work. As with other reviews of the operation, the urgent need to replace the facilities is paramount to reducing crowding and stress of animals in our care.

I am disappointed to find that the report also contains very serious unfounded statements, inaccuracies, and accusations regarding King County Animal Care and Control (KCACC)'s organization as a whole; the care and treatment of animals; and our staffing and resources. It is essential that the record reflect corrections to these parts of the report.

The following report provides responses, comments and clarifications from managers and staff on the ground who interact with these animals daily and who are accountable for the well-being of animals in our shelters. Responses are organized by subject matter and reference the appropriate page numbers of the refuted statements.

A handwritten signature in black ink, reading "James J. Buck". The signature is fluid and cursive, with the first name "James" and last name "Buck" clearly legible.

County Administrative Officer
Department of Executive Services

Animal care

(Report pages 59-64, 90-102, 113-116 and throughout)

The most disturbing accusations against KCACC are simply not true. We do provide food and water for all animals and we do clean holding spaces. The consultant provides no evidence to support his claims otherwise. Animals did not experience time periods of more than 24 hours without food and water. Shelter records show that all animals in the shelter had their cages cleaned and were given food and water in the morning and evening on Sunday and again on the following Monday evening in question. This is validated by signed staff affidavits. No specific examples of staff displaying ignorance of basic animal care and behavior are cited. The dedicated staff at KCACC care deeply for the animals at our shelters.

King County does not and will not intentionally let animals die in their cages without treatment. When reporting “animals that die in custody,” these statistics were included in the 2006 Annual Report provided to Council. Deaths in custody have gone up, but have not “skyrocketed”. In 2006, there were 140 incidents; in 2007, there were 216. In the first two months of 2008, the number is 16. Conclusions must be drawn from factual statistics kept by KCACC, not from hearsay submitted by third parties.

Routine shelter operations include an initial evaluation prior to the animal being placed in the shelter. Animals are treated for afflictions like ear mites, tapeworms, fleas, and roundworms, among others.

Animal care protocols at our shelters are continually evolving. Recently implemented work checklists have led to significant improvements in shelter cleaning and care. The checklist system was first used on February 16, with staff in the process of familiarizing themselves with the new system when the consultant visited.

Shelter illness

The vaccination process and associated documentation protocols are continually under review and improving. KCACC is in the process of determining how to best utilize the Chameleon software for this task. While vaccination and cleaning protocols are in place, they alone are not enough to prevent disease transmission. Current disease incidents are caused by a variety of factors, including shelter overcrowding and animal stress.

Consultant comments regarding the presence of parvovirus epidemics at the shelter are overstated. In the past, we have had isolated cases of parvovirus, typically coming into our shelter from the outside. While dogs come into the shelter with Parvo, prevention is key and our cleaning protocols and sewer drain covers have greatly improved our ability to prevent spread and contamination.

Kittens and nursing mothers are typically separated from the rest of the cat population. However, when a pregnant mother gives birth in a cage (and not in

the nursery) the cat and her litter are kept in their cage and not moved for a short period of time. If a mother cat is sick, they will not be placed in the nursery with other mothers, in order to prevent the spread of illness.

Veterinarian care

Medical treatment is available at the Kent shelter six days per week. Veterinary staff coverage was recently increased from four days to six days and includes twice-daily rounds. Every animal is inspected for any conditions that require medical attention. Injured animals from the field are taken to emergency vets immediately for evaluation. They are only returned to the shelter if they do not need 24-hour care.

Animals at the Crossroads Shelter, who are in need of care, are injured or are sick, are either sent to Kent shelter for veterinarian care or to an emergency vet.

As a result of the increased veterinarian coverage, KCACC has been able to provide services beyond those typical of the shelter (spay/neuter). KCACC is able to alter feral cats for South County Cats, a service that previously wasn't possible.

KCACC also hosts Pasado's Spay Station at the Kent shelter as often as twice each month.

When animals become sick at the shelter, there are cleaning protocols in place to minimize transmission to the other animals. Because we have an open admission policy, it is not possible to prevent illness from entering the shelter. The shelter facilities are overcrowded and the lack of sufficient isolation areas for sick animals means we are not always able to separate them from the rest of the population; a primary element of appropriate disease transmission prevention.

Euthanasia

Euthanasia practices were improperly defined in the report. Euthanasia of cats occurs via inter-peritoneal injection (in the stomach) of sodium pentobarbital, and is a standard method. This reduces animal handling and stress. The animal is injected, placed into a cage and simply falls asleep. Once this occurs, the animal is checked for vital signs: a blink reaction, breathing, heartbeat. This is common practice in the animal care and control community.

KCACC officers who perform euthanasia must be trained and approved by the shelter veterinarian before they are given permission to euthanize. When sedatives are required for compassionate euthanasia, they are provided and used. Many animals are euthanized in the euthanasia room, and are not euthanized in front of other animals, per KCACC protocol. The cages that are stored in that room are occasionally used for holding animals already euthanized. Occasionally it is necessary to euthanize dogs in their kennel, due to injury or another physical condition that does not allow moving into the euthanasia room.

Euthanasia decisions are part of the daily operations of the shelter. We try to

save as many animals as possible, which sometimes results in a longer stay in the shelter.

Specific examples

- When the consultant referenced animal control officers giving medications to animals with contagious diseases and then continuing to medicate healthy cats, the officer in question provided a statement that the consultant was observing her do this, but was not watching when she did in fact dip her hands in the cleaning bowl. (Page 80)
- In reference to the foster cat from Crossroads that died in foster care, the officer in question did provide care for the foster animal, including fluids and medication. And she also provided the foster volunteer with subcutaneous fluids and medication for the animal and showed the volunteer how to use them. KCACC does not restrict fostering following this incident, but we did try to improve our practice of following our own protocol of completing training before fostering. We had been allowing foster parents to start fostering if they agreed to come to the next training.
- Staff Veterinarian reported that she did state to the consultant that the continuous feeding of pregnant mothers is an ongoing problem. The Veterinarian said she was concerned about mothers in the nursery having continuous food. The mother in question was provided food on the day in question. The officer that cleaned the cage has provided a statement that he provided food for the mother to eat while cleaning the cage. However, KCACC protocols would require that the mother be provided with continual food, so this protocol was not followed and employee has been counseled on this issue.
- The cat with ear mites, #A023160 discussed on page 81 was left on the doorstep of the Shelter on 2/15/08. There was a bottle of antibiotics, Cefa-Drops, on top of the kennel, the label and instructions removed. There was no owner information or background so we booked her in as a stray. The notation in the medical field on 2/19/08 regarding the ear mites was information for the vet staff in addition to the needed FeLV test and spay. Neither employee ever indicated on her kennel card concerns about ear mites, a medical flag (we still don't know what that means), or that she could not interact with volunteers. However it is policy that volunteers do not handle cats until staff have performed a temperament test. The reason she was not taken to Kent until 2/21/08 is because that is when her stray hold ended.
- The accusations of no food, water and cleaning are not substantiated. There are signed work documents and signed statements to the contrary. In addition, the claim that these animals in the isolation area are an "afterthought" is inconsistent with the responsibility of staff to force feed the cats in this room and provide them with subcutaneous fluids. It also is not supported by the number of animals being treated and later being

placed in homes. Of the 24 animals in the isolation room at the time of consultant's February 18 visit, 23 of them are still alive.

Shelter conditions

(Report pages 30-59, 84-90 and throughout)

Cleaning the shelter each day is a time consuming process and because it may take hours for staff to clean each of the kennels sufficiently, all animals are fed first thing in the morning before cleaning, rather than make them wait hours for all the kennels to be cleaned. Cats and dogs do not sit all day in filthy kennels; kennels are dirty in the morning before cleaning, but are monitored and kept clean all day. Spot cleaning is performed with a scooper, or a plastic bag.

Removing a cat from its cage and placing it in a temporary cat cage without cleaning in between would be outside of our protocols. Currently KCACC cleans around cats in occupied cages in the morning and deep cleans vacant cages, a practice recommended by the UC Davis Koret Shelter Medicine Program. KCACC or volunteers spot clean cages throughout the day.

When staff cleans a certain part of the shelter, it is indicated on a checklist. These checklists are then thoroughly reviewed by Sergeants, along with the inspection of the work that has been done, including the dog kennels.

Upgrades

The Kent shelter is old and in need of crucial upgrades. The Executive proposed nearly \$500,000 in capital improvements to the existing facility in the 2008 budget to assist in alleviating current overcrowding.

The isolation area is currently undergoing heater, fan and sink renovations to allow us to better treat and save ill animals. While these renovations occur, the animals will remain protected. There are plans in place to ease the impact on the animals and protect them from the ongoing work.

During the consultant visit in January, cats were housed in the hall adjacent to the stray dog area. Since that visit, these cages have been moved out of the hall, and into a new cat area. The "breezeway" area between buildings at the Kent shelter is only used during warmer months.

Despite the limited space, a cat cuddling area was created in the staff conference room for volunteers to provide crucial human exposure to shelter cats.

Specific examples

- The new cleaning protocols and the checklist have improved the cleanliness and smell of the shelter. Lobbies and hallways are cleaned routinely, as is supported by checklist data. It is possible that the stench of urine and fecal matter (since it is away from kennels) could be caused by an intake animal entering the lobby and relieving itself. The checklist

system came from several internal sources and is systematically used at the Kent shelter to ensure consistent practices are followed.

- Control poles are used as a defensive, protective tool for fractious or vicious animals at KCACC. They are not routinely used in the shelter, and are typically used if necessary in field circumstances involving vicious dogs.
- Holders have been installed for the beds in the adoption runs and they are being used, although given the number of dogs per cage, the added Kuranda beds are sometimes occupied by the more dominant dogs.
- Pop-up tents were requested to be used when dogs are evaluated outside in inclement weather or in summer when it's hot. Igloo dog houses were requested to be used during cold-season remodeling and when warm dog houses are needed for outdoor dog runs.

Leadership and commitment to improve

(Report pages 30-39, 59-64, 120-126 and throughout)

Every employee and volunteer at KCACC is a champion for the animals. The primary reason the euthanasia target has been reached for the first quarter of 2008 is the dedication of staff and volunteers. Officers do bond with animals, and many foster them routinely.

Actual, substantial improvements are constantly occurring at KCACC, despite the fact that they were ignored by the consultant. For example:

- Foster home usage up 50 percent in 2007;
- Off-site adoptions went from a mere 69 in 2006 to nearly 700 in 2007;
- Rescues are up; the total rescues in 2007 were 552 and already in 2008 we have rescued 227 animals;
- Both the King County Prosecutor and Sheriff have provided training sessions for officers.

Consultant claims regarding management's desire and competency are unfounded and ignore the progress made by KCACC. Those in leadership roles were only briefly interviewed during the consultant visit and there is no evidence provided that support the assessment of the Executive's attitude toward animals. The County Executive is particularly known for commitment to animal care and for valuing the hard work and accomplishments of county staff. There is little detail supporting information in the report that speaks to the ability for King County to sustain the new "program" he mentions.

The current acting KCACC manager, Al Dams, has served in an acting capacity since the departure of Walt Washington in 2006. This position was filled quickly in an acting capacity to avoid a leadership void. An acting manager has no less authority than a permanent manager, and the acting manager has exercised that authority. The KCACC manager makes many day-to-day decisions without

consulting the department director or Executive, but many personnel, hiring, discipline and coaching functions are done in cooperation with other staff and management. During his tenure as the Acting Manager, Dams has implemented many programmatic improvements and led the shelter to the lowest euthanasia levels ever, a level below the Council's 20 percent mandate for the first quarter of 2008.

All decisions about the future of KCACC in recent years have come with extensive input from staff and the Animal Control Officers Guild. Relations between the Guild and management have never been better in the history of these two organizations working together. KCACC management values recommendations from front line supervisors and employees. The Guild's executive board consists of two sergeants and two officers elected by the members.

Specific examples

- Comments made by Al Dams about animal control officers and his relationship to them to three members of the Advisory Committee at an informal meeting were taken out of context. Dams stated that he did say anyone hired for the job would have to be tough because this is a "tough crowd", and some officers are physically imposing. Dams did not say they would have to withstand physical intimidation nor the threat of physical force. Dams did not say officers tried to bully him and he was surprised at the Advisory Committee members' alarm over his comments regarding this. Dams regrets his comments and believes they were inappropriate and has apologized to staff.

Outreach programs

(Report pages 87-102)

KCACC solicits volunteers and requests for donated materials. We use all acceptable donated items or provide them to people or agencies that can

Adoption and community outreach

Since 2006, KCACC has partnered with shelters and rescue organizations throughout Washington State to hold an annual super pet adopt-a-thon event in June. In addition to this event, an off-site adoption program has been created. While there were glitches in the early stages, these issues have been largely resolved through a Memorandum of Understanding with the Guild to allow volunteers to perform all functions at off-site adoptions.

In 2006, KCACC had 10 locations for offsite/mobile adoptions for a total of 69 adoptions. Four locations were single event sites, five were semi-permanent, and one was through the Feral Cat Spay Neuter Project.

Foster care program

Processes and strategies to help fosters find homes for their animals are in

place, including uploading animal photos and descriptions onto petfinder.com and taking them to off-site adoption locations and events.

Community partnerships

KCACC has established relationships with many shelters and rescue groups and other shelters in the area who take animals from KCACC. In the first quarter of 2008, KCACC has sent 340 animals to rescue groups. These shelters and rescue groups cannot always take all animals. Animals that are not identified for adoption are offered to rescue groups as part of the daily routine. If this was not the case, we would not be able to attain the euthanasia rate we currently have.

Regarding feral cats, it is unfortunate that the Feral Cat Spay Neuter Project does not agree with one element of our initial proposal, and therefore won't participate in the process of developing a plan to save more feral and free-roaming cats. KCACC's commitment to saving feral cats has been demonstrated over recent years through its partnership with South County Cats, a rescue group that saves and finds homes for feral cats. South County Cats has placed a total of 175 in 2007 and 86 in the first quarter of 2008. In addition to these figures, another 106 ferals in 2007 and 80 in 2008 were kept out of the shelter through a "trap, neuter, and release" partnership with South County Cats.

KCACC values input from all experienced and knowledgeable sources, which would include the Humane Society of the United States (HSUS). They have always been willing to help, and we've found their recommendations to be sound and helpful.

Specific examples

- The consultant report shows a photo of the Tukwila PetSmart, one of KCACC's potential adoption centers. In the past we were offered the option of providing mobile adoptions, bringing animals into the front of the store and leaving with the remaining animals at the end of the day. This is a valuable offer, but it requires staffing resources that we do not have and it is not as prime a location as permanent housing in the adoption center.

Volunteers

(Report pages 92-102)

In 1999, the original volunteer program memorandum of understanding lapsed and was not renewed due to contract negotiations with the Animal Control Officers Guild. It was subsequently written into the guild contract and accepted for 2001-2002, allowing volunteers to do some of the duties typically performed by Guild officers. Currently volunteers are allowed to do many things, but they are not allowed to diagnose and medicate animals without staff assistance.

Different from shelter volunteers, foster volunteers are allowed to medicate animals, as part of the foster program. They are provided with the medications and directions.

KCACC has been working to improve the volunteer program and has increased

the number of training sessions over the past several months to enhance volunteer's knowledge and skill level. 15 volunteer trainings have occurred so far this year.

Once a volunteer coordinator is hired, trainings will be enhanced. With the "cat cuddling" program, volunteers are trained to use cards to indicate which cats have been socialized each day. Of the 28 volunteers present during the consultant's visit, 19 were cat cuddlers.

Specific examples

- Animal enrichment was identified as an area for improvement. However, there were a number of volunteers present and getting animals out of cages during the consultant's visit. It is surprising he would report otherwise.
- In the past, the amount of blankets used at one time were limited at the Crossroads dog kennels, because a volunteer was covering the entire kennel floor with blankets, forcing the dogs to eliminate on the blankets.
- An elderly service dog was brought by a field officer from the Kent Shelter to the Crossroads Shelter for a volunteer to foster. The volunteer could have taken the dog to her home as soon as the field officer arrived, but instead chose to walk dogs at Crossroads and leave the dog in the truck. The truck was parked in the shade, and the door of the compartment was left open, and the dog was provided water by the volunteer.
- The consultant report contends that volunteers are fearful of having their privileges suspended. This is not based on the evidence. Only three volunteers since 2002 have ever been suspended; two from Kent and one from Crossroads. Two of the three were reinstated once their case was investigated by KCACC management. The other volunteer, from the Kent shelter, was terminated for gross insubordination. This volunteer did not dispute this, as her actions and the reason for her termination were blatantly obvious.

The Crossroads volunteer, Linda Riggings, was not suspended for publicly speaking out about the shelter. She was suspended for performing unauthorized duties and later reinstated when it was determined that a staff member assisted her in doing the unauthorized duties. The evidence showed that the volunteer should be reinstated. Here is a copy of the e-mail sent to Claire Davis, a representative for Linda Riggings, from Al Dams, acting manager, in February 2008:

Dear Claire:

Thank you for your email. I have concluded my investigation of the Linda Riggings temporary suspension from the volunteer program and I have concluded that Linda should not be suspended. I have contacted Linda about this and she will be returning to volunteering at Crossroads.

I would like to comment on your issue of what other volunteers have told you they heard about the Linda Riggings situation and the potential for them coming forward. At the January 25 meeting, I told you that it was not enough for you to tell me what volunteers told you they heard about the Linda Riggings situation. I told you that to use this information as part of my investigation, I would need specific volunteers to go on the record with what they heard first-hand. I told you if I received such on-the-record statements, I would be able to include the statements/information in my investigation. You asked me if I could absolutely guarantee ("concrete assurance," as you have called it) that if a volunteer came forward, that there was no chance that they could be suspended from the volunteer program.

I told you that I could think of only one scenario under which I could not give such a guarantee – that is, if it was later proven that the volunteer was not truthful in their testimony. That is standard procedure, and for good reason – to protect everyone from false allegations. Anyone (County employee or volunteer) that makes a statement that is later proven to be false related to a personnel issue is then themselves subject to personnel action. I can not change that or make an exception for the Crossroads volunteers.

Also at the January 25 meeting, you asked me if I could reassign certain Animal Control Officers from the Crossroads Shelter. I told you that reassignment can not be done without cause, particularly when it involves a bargaining unit bid process. I can not just reassign an Animal Control Officer because a volunteer fears retaliation should they come forward with testimony. If a volunteer indicates that they fear retaliation or have been retaliated against, we will take appropriate measures to ensure that they are not retaliated against and/or investigate any claims they make regarding retaliation.

Lastly, when I conduct an investigation of any complaint, the testimony of each person interviewed is given the same weight. The testimony of an Animal Control Officer is given the same weight as a volunteer's – no more, no less. In addition, credibility assessments are made on an individual basis. A decision is rendered based on the evidence.

I can not share the specific results of personnel investigations with you or the Crossroads volunteers. However, I can say that past investigations of complaints from Crossroads volunteers that were proven have resulted in the appropriate level of personnel actions against Animal Control Officers.

Thank you

Intake, lost and found and pet retention programs

(Report pages 75-82)

Lost and found animals

Lost animals are the responsibility of the owner and we encourage them to utilize our resources by calling the lost pet hotline or visiting our shelters. KCACC relies on volunteers, owners and finders to cross-reference.

In the future, KCACC hopes to include more photographs with the profiles of found animals into Pet Harbor, a Web site for lost and found animals.

Pet retention

KCACC does work with owners who come in to surrender to help them find ways to keep their animals. We also work with private agencies in the area, such as PAWS, that help with pet retention questions from citizens.

Intake

We agree that our current record keeping and method for tracking animals moving through the shelter needs improvement and we are working on those improvements currently.

Specific examples

- The consultant had concerns regarding KCACC's call center. Callers are originally routed to the jurisdiction in which they reside.
- If a caller is calling from outside KCACC jurisdiction (City of Seattle, Renton, etc.), they will refer the caller to the appropriate agency.
- During the time in question, the call takers state that they were told that we could take animals from other areas within King County if they had no other resources. "If the citizen's response is that they want to bring the animal in, we would have said to do so, as we were still picking up animals on the dates in question."
- "I (call taker) do not remember getting a call like this (as referenced in the consultant's report), as I was still in training at the times mentioned. I feel that if I did and the person was insistent, I would have asked if there was anything that I could do, looking for other resources. At some point in the last several months we were told to let people know that we were full and to ask if there was any way they could check with us the next week to see if we could take it in. If that was not an option, we would then suggest other sources where animals might be taken such as Paws in Lynnwood and the Humane Society for Seattle/King County and Meow Rescue. However if the citizen did not want to try those options, they are allowed to bring them to KCACC.
- The call takers also state: "I (call taker) do not understand why we would question a person as to why they would give up an animal (as referenced in the consultant's report), as it is not our place to judge or determine the

issue. We do not counsel as callers. It said that we did not make an appointment nor offer, were they sure they called us or the Humane Society where they do things that way? Anne and I would not advise someone to let a cat loose, and we try and suggest other alternatives. In October and last month we were still picking up animals as strays. I have printed several screens for the three dates mentioned in the paperwork to confirm this.”

- The following e-mail was sent in November 2007 by KCACC management to the call center supervisor and shelter sergeant regarding a complaint from an Advisory Committee meeting:

John/Margee – this email is to confirm our meeting this morning in which I reaffirmed our existing policy of being the municipal open admissions shelter. As we talked about, we do not turn away animals or citizens that are in need. When we are at capacity, we can continue to ask citizens if they can help us by holding the animal until we have more space. If they do not wish or can't hold the animal, we will continue to take it and not refuse service. I have spoken to the staff working in the shelter about this today, but please confirm by email once you have spoken to staff not currently on shift. Thanks.

Animal cruelty

(Report pages 116-119)

KCACC never has blamed Federal Way for failing to follow through on investigations and believes that Federal Way has done a very thorough job investigating cases. The consultant is implying that the Mooie case should have been solved without knowing any details of the investigation King County Sheriff Deputy Spadoni acknowledged that KCACC and KCSO have worked well on cases.

KCACC has never stated that it tried to “downplay the incident by claiming ‘it was just a puppy.’”

Officer Spadoni has stated that her comments conveyed to the consultant were related to the training of animal control officers, specifically KCACC not following through with the training program.

KCACC Operational Plan and Advisory Committee

(Report pages 30-39, 120-126 and throughout)

The 2008 Operational Plan was not adequately represented in the consultant’s report. The KCACC Operational Plan was established to lower euthanasia rates, and we continue to see results. Our euthanasia rates are lower than ever and in the first quarter of 2008 are below the Council’s 20 percent no-kill mandate. The Advisory Committee’s programmatic focus was not ignored in the Operational

Plan, as almost all of the recommendations were incorporated.

KCACC has implemented or is in progress of implementing nearly two-thirds of the Advisory Committee's recommendations.

Over the past 8 months, KCACC has provided the Advisory Committee with countless information. This has been in the form of electronic and hard-copy documents, through interviews, and at KCACC-staffed committee meetings. KCACC is aware of only one information request that was not completed before the members "suspended" their active involvement. This particular request pertained to statistical information that was not completely compiled and was, therefore, not available for release. The report neglected to note that the Advisory Committee members also "suspended" their active involvement due to concern and reluctance to comply with a "pending public disclosure request."

Clarification regarding statistics

All shelter policies and procedures are completely transparent and reported statistics can be found on the KCACC Web site.

In addition to historically reported statistics, the Executive's Office has given KCACC performance measures embracing the Council's euthanasia mandate from 2007. KCACC has demonstrated efforts to save the lives of animals in our care by showing the lowest euthanasia rates ever in 2007, and 19 percent in the first quarter of 2008.

KCACC does separate owner-request euthanasia as its own category. These are also included in the total reported euthanasia numbers. Animals that are dead on arrival (DOA) have been removed from the intake totals, as required by King County Code. They are also counted as dispositions. For purposes of calculating statistics, KCACC subtracts DOA from the intake total in determining the euthanasia rate, per the King County Code.

KCACC does include animals that die while in our care in the statistics. For reference, this information can be found in the 2006 Annual Report submitted to the King County Council.

The number of animals adopted does not show a five-year decline. The 2005 number is the second highest ever to that point; only 10 animals lower than 2000. The 2007 number of adopted animals reached 5,233, the highest ever.

Other jurisdictions that have set "no-kill" euthanasia targets have taken multiple years to reach them. KCACC aims to reduce euthanasia rates each year; this is shown through the annual decline in rates.

Specific examples

- Analysis was on animals that were healthy and therefore "adoptable" but as noted in the chart that followed the statement, actual breakdown for "adoptable" included animals that were actually adopted (43%), as well as

animals that were redeemed (16%) and currently in system (4%) and currently pending adoption (totaling actually 62%) as a snapshot of 2006. For the year 2006, euthanasia rate was 39.8%, using the calculation method now in the King County Code.

- The consultant's statement and suggestion of the KCACC prolonging the intake and adoption processes are inaccurate. Here is the correct information:

Cat A023102

- Impounded at Crossroads shelter on 2/13
- Transferred to Kent for vet check on 2/16 and returned to shelter.
- Adopted from Crossroads on 2/22.

Cat A023147

- Impounded to Kent on 2/14
- Placed in adoption on 2/17
- Altered on 2/21
- Adopted on 2/28

Cat A023150

- Impounded to Kent on 2/14
- In adoption on 2/17
- Altered on 2/21
- Adopted on 2/23

- Animal flow through the system is an area that has been identified for improvement, however.

Budget

(Report pages 39-41 and throughout)

The Executive proposed nearly \$1 million for KCACC in the 2008 budget to address a number of facility upgrades, in addition to \$150,000 in operational funding. The Council accepted all of the operational funding, and only \$130,000 of facilities funding.

The 2008 budget proposal shows more than a "lethargic" interest in shelter reform, as does the Executive's 2008 Operational Plan. KCACC would not be at the current euthanasia rates without the Executive's support. When Ron Sims was on the County Council in 1992, he introduced the legislation that significantly changed KCACC and refocused the agency on saving as many animals as possible. Euthanasia rates dropped dramatically and have continued to do so.

There is not "reluctant lip service" by KCACC. In the first quarter of 2008, KCACC has met the no-kill euthanasia goals set by the Council.

It is true that KCACC is still supported by General Fund revenues. However, the Executive's attempt to become more self-sufficient in the 2008 budget, the zero

tolerance licensing program, was not funded by Council.

The consultant does not understand how the interaction with contracting cities occurs. The cities receive enforcement, shelter, and licensing programs in exchange for the county keeping all revenue generated by those programs. This is why the Executive proposed the program that was denied by Council in the 2008 budget – to increase revenue coming from contract cities.

Response to images

(pg 3)	The entry road to the unload bay and the back of the shelter does have potholes. However, the entry to the shelter and the public parking lot has been paved. In addition, drainage problems have been fixed by installing hook-ups to the storm water drain.
(pg 4)	The parking lot for the Crossroads Shelter is shared with the 7-11 next door. Garbage is picked up when possible by staff and the owner of the building, the Crossroads Shelter is leased.
(pg 6)	The trash cans are not filled to the top with dirty rain water. They are filled with a bleach/water mix used to disinfect cages. The kennels are not broken; they were disassembled for use by foster volunteers. The construction debris is present because there is active construction occurring.
(pg 6-7)	The context, time, and date of the photos are unknown.
(pg 8)	Context unknown. We don't know it's the same pile of feces.
(pg 9)	This photo is taken in the unload area where we receive supplies. The boxes are opened supply boxes that are on their way to the recycling bin.
(pg 10)	This photo was taken in the morning before the kennel had been cleaned. All animals are fed first thing in the morning, rather than make them wait hours for all the kennels to be cleaned. Cats and dogs do not sit all day in filthy kennels; kennels are dirty in the morning before cleaning, but are monitored and kept clean all day. Note that the food in the food bowls in this photo has been eaten.
(pg 12)	The room does not have HVAC, but it does have a window for ventilation. The room does not have air conditioning or forced air heating, but a mobile heating unit provides heat. This is a former storage room repurposed for cat isolation. It is not optimal, but we are successfully treating and saving animals through the use of this room. The capital improvement program has upgrades to the isolation room as a top priority, and they are currently underway and should be completed in April 2008
(pg 11)	The commercial washer and dryer have not been hooked up because there are facility upgrades needed to accommodate them. KCACC has addressed the interest of ensuring timely cleaning of soiled laundry with the volunteer services of NW Center which provides volunteers for daily laundry. Balance of

	laundry is sent to commercial laundry service and returned and folded by NW Center staff.
(pg 14)	This cat was receiving IV fluids and being force fed.
(pg 15)	This can be said for the time of this photo, before cleaning, feeding and watering had occurred.
(pg 15)	These cats were provided food and water within the 24 hour time frame. They were provided food and water in the late afternoon on Sunday, and again at the same time on Monday.
(pg 12)	The cages are not optimal. However, our euthanasia rate is down to the lowest levels ever, down 5.4 percent in 2007 and 19 percent for the first quarter of 2008.
(pg 6)	The food in this photo was past its expiration date and was being disposed of. It was not being fed to any animals.
(pg 17)	Area is used to exercise dogs. Cleaning up dog waste in the outside yards is done periodically.
(pg 18)	This photo does not show the door open. It shows the door closed.
(pg 20)	Without seeing the cage number and knowing the date of the photo, it is impossible to construct what this is a photo of. However, looking at the elements of the photo, it is most likely a photo of a cage that has been recently vacated by a cat. Here are the elements that demonstrate that: there is litter scattered over the towel, indicating an animal was recently in the cage; the water bowl does not appear to have water in it – it would be full if this was a clean cage.
(pg 17)	There is no context for this photo. Every cat cuddled card would not be used at every moment. Unclear what the intent of this is.
(pg 20)	“May not have been vaccinated” is not supported by the evidence. We have vaccination records for the animals in both DO 3 and DO 4 as shown in the photo. It’s true that we do treat dogs in their runs because we do not have an isolation area for dogs in the shelter.
(pg 24)	The checklist system was implemented on February 16, two days before the consultant arrived. The staff and Sergeants were learning to use the requirements of the new system. Checklists are now routinely collected, reviewed and filed.
(pg 25)	It is true that there are times when cages at off-site adoption locations are not full. KCACC relies on volunteers for the off-site adoption program, and these volunteers do an incredible job. KCACC needs more resources to support the volunteers working on this program. The number of off-site adoptions increased from 69 in 2006 to nearly 700 in 2007. For the first two months of 2008, KCACC is averaging nearly 90 off-site adoptions per month.
(pg26)	This kennel has not received recent repairs. An adjacent outdoor kennel was damaged a couple of weeks before consultant’s visit

	<p>and subsequently repaired.</p> <p>The area around the Crossroads Shelter is cleaned periodically. In this case, the owner of the building brought a crew in to clean up based on a request from KCACC. To state that the area was cleaned up in anticipation of the consultant's arrival is not true.</p>
(pg 27)	<p>No context for this photo. We do not know when this photo was taken. If this was taken before cleaning had occurred in the morning, you would expect to see waste in the kennel. It does not represent a typical day after cleaning has occurred.</p>
(pg 28)	<p>This is a photo of the floor in the Isolation Room at Crossroads. The marks on the floor are not animal waste, but permanent rust stains.</p> <p>The Isolation area at Crossroads is used as a storage area, as well, for things like small animal and reptile cages – these things are not junk. Isolation and storage uses are not mutually exclusive.</p>
(pg 29)	<p>This cage is in particularly poor condition. Staff tries not to use it unless the shelter is filling up.</p>
(pg 127)	<p>Using the room as an isolation area for cats and a storage area for cages and food are not mutually exclusive.</p>